

---

‘The New Normal’

RUNNING A SANE MUSEUM IN A MAD WORLD...

How to Stay in Business *and* Serve Your Stakeholders



National Canal Museum

Thomas Stoneback, Ph.D.

Executive Director

---

# What to think about...

- There is a business of not-for-profit organizations
- And there is a mission at the center of all causes
- Focus on and fulfill the promises of core cause  
*(That's your "product," and your mission)*

Smartly run organizations benefit from the passion

---

---

# A #1 CNN website hit



- Local Icon
  - Floating History
  - Our mission
-

---

**But  
It eats while we sleep**

**And  
It's a boat!**

---

# Hands-on S.T.E.M



- What was 300,000 runny noses is now 12,000 muddy feet
- \$14 million became \$300k
- \$46.66 per nose is \$25/visitor

# Holy Grail



# Holy Grail



---

# Stay the course...or Change the tack?

- Read the 'owner's manual'
  - Learn the way things work
  - Recognize and accept the way things are
-



---

# Benefit, Benefit, Benefit

## ■ To stakeholders ...

- Donors
  - Members
  - Residents
  - Visitors
  - Elected
  - Community Leaders
  - Influentials
  - Government Agencies
  - Enthusiasts
  - Educators/Students
  - Regional NFP
  - Local Business
-

---

# ID Key Purposes...

- Historic Preservation
  - Natural Resource Protection
  - Interpretation and Outreach
  - S.T.E.M
  - Heritage Tourism
  - Recreation
  - Economic Impact
-

---

# And is it...

- Strategic
  - Significant
  - Profitable
-

---

# What's the...

- Focus
  - Balance
  - Capacity
-

---

# Plus...

- Territorial Imperative
  - The Product
  - The Competitive Set
-

---

# Mission...

- At the core of all causes
  - Channel the Passion
  - Greatest Hits
-

---

# Leadership

- Responsibility
  - Communities
  - Cycle
-

---

# Grow or die?

- Bigger is not always better
  - Sprawl
  - Overhead
-



---

# Partnerships

- Add reach
  - Enhance impact
  - Lessen risks/costs
  - Maintain focus
-

---

# The Business of Non-Profits

- A cost to serve
  - Run basic analyses
  - Calculate cost vs. value
  - Sustainability
-

---

# Always

- Study and Think
  - Act
  - React
  - Kaizen
-

---

# What to think about...

- There is a business of not-for-profit organizations
  - And there is a mission at the center of all causes
  - Focus on and fulfill the promises of core cause  
*(That's your "product," and your mission)*
  - A smartly run organization benefits from the passion. Use and depend on it.
-

